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20 April 1951

MEMORANDUM FOR: All Analysts, O/RR

FROM : AD/RR

SUBJECT : Progress of O/RR

1. It is frequently difficult for individuals immersed in a large and complex organization, such as O/RR, to know what is happening in other parts of their own organization and to get a clear idea of the direction in which the organization as a whole is moving. I am receiving periodic reports of the activities of the various components, and I hope to be able to complement this flow of information by giving you a monthly summary of the activities of O/RR and the progress that we are making in our work.

2. We will probably never have enough resources in the United States Government to produce all of the intelligence that we would like to have. Our main job, then, boils down to deciding what the most important questions are that can be answered by intelligence, and then devising ways of mobilizing all resources to answer those questions. We have considerable guidance from the NSC, the IAC, from other parts of CIA, and from other requestors, but a large part of the final determination of the important intelligence targets remains with us. We are trying to do this by several methods.

a. In compliance with NSC Action 282, we have made a survey of the facilities of the United States Government to produce economic intelligence. Our report has been distributed to all Divisions of O/RR in draft form, and we hope to have the final revision to the NSC by 30 April. One of our recommendations is to establish an Economic Intelligence Committee under the IAC to select priority intelligence problems for coordinated study by the intelligence community. The effectiveness of this committee will depend in large part on the soundness of specific proposals submitted by O/RR.

b. Many of you have been working on a series of commodity and industry papers on the Soviet Union designed to show exactly what we know about each field in the USSR, what we do not know, what the critical factors are in that field, and why they are critical. We hope that this study will enable us to identify our important weaknesses in order that we can initiate collection action and further research to remedy them.

c. We have also been discussing with O/NE various economic studies that must be done if estimates already scheduled by the IAC are to have an adequate factual base. These include a study of the "Soviet Gain As a Result of A Conquest of Western Europe" and the "Satellite Power Complex". Such studies might be done in part in O/RR and part in other agencies as a result of action by the Economic Intelligence Committee.

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d. The Economic Analysis Division has been asked to undertake an independent study to determine a method, means or criteria for selecting those key industries, commodities, and sectors of the Soviet economy that should be given an orderly priority in the study of the Soviet problem. Their recommendation will be reviewed in connection with the commodity and industry papers mentioned in b above.

3. While our main job is that of seeing that the most important intelligence problems are solved, we have other functions that must be taken into account. We are still responsible for the coordination and publication of the NIS series; for Map Library, Cartographic, and Graphic support; and for a limited amount of support to the current intelligence function of CIA. In addition to the above, our research generates capabilities that can be used in the resolution of operational intelligence problems and other requests for intelligence that are not included among the top priority problems. We have received many requests for intelligence support in these categories. Many of the requests, particularly those relating to certain operational problems, are of considerable immediate importance. This poses a serious problem of how to allocate our time and our resources to meet as many of our important immediate requests as possible without diverting us from the problems of over-riding importance that may require a greater scale and longer range of effort. The Division Chiefs of O/RR have been of great help in connection with this problem, and I hope that the Economic Intelligence Committee will also be of assistance.

4. The allocation of our time and resources is further complicated by our need to keep ourselves informed of the work that our opposite numbers throughout the government are doing and keeping ourselves posted on the important work in our various fields published by the Universities and in the technical journals.

5. Recently I sent each of you a memorandum discussing the problem of document routing and your individual responsibilities in this connection. I would like to repeat one point made in that memorandum, namely, that individual files and memory are no substitute for proper use of library and reference facilities. This means that we will have to develop close relationships with the various components of O/CD in order that we may learn how to use them properly and they may learn our needs.

6. I have spent a good deal of time in the past two months trying to educate myself as to the two ends of the intelligence pipe in the middle of which we find ourselves. I am impressed by the extent of the facilities available to us at the input end through O/CD, OO, O/SO, and other offices and by the eagerness of the people in these offices at all levels to be of assistance. There is much knowledge from which we can profit not only in the files but also in the heads of people in the Library, the Industrial, Biographic, and Graphics Registers, FDD, FBID, OO/C, the various parts of

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O/EO, etc. If we do not get what we want out of these organizations, it will be our own fault. I urge you all to get acquainted not only with these facilities but also with the people in them most familiar with your problems. They can help enormously if you will help them help.

25X1A9a 7. We have been working on various ways and means of improving the collection of data in the field. This is a difficult problem for O/R because of the technical nature of many of our information requirements and the lack of collectors with appropriate technical training. Probably the best solution will be to make our requirements as specific as possible with ample background for the guidance of the collector. Then, in selected areas that are likely to be particularly fruitful, we may be able to arrange for the assignment of collectors with economic or technical training. We have had [redacted] for several months working on problems of interest to O/R. He has now returned and we are discussing with him the feasibility of sending an O/R team to Germany for further exploitation of the information available there.

8. Within CIA we can do a great deal to help our progress if we maintain close relationships with members of O/NE to be aware of their problems and acquaint them with developments in our knowledge. We should also try to maintain close contact with the persons in the collection organizations that are responsible for seeing that our requirements are fulfilled. Such a relationship will smooth the functioning of the official machinery and enable them to be of greater help to us.

9. The Daily Diary and the Monthly Reports of the Divisions have enabled us to identify and work on many problems encountered by you in your daily work. It will take time to solve many of them, but we are now on the road.

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